



Motor Vehicle Division

Strategic Plan

FY 2004

Director's Update

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Motor Vehicle Support Services
Customer Services
Motor Vehicle Enforcement Services

This report is also available online at: http://www.dot.state.az.us/mvd/Strategic_Planning/strategicplanning.htm

Key Components of the Strategic Plan

To assist employees, customers, and stakeholders of the Motor Vehicle Division of the Arizona Department of Transportation in more fully appreciating the Division's strategic planning process and resulting plan, some key components of the process are described below.

VISION STATEMENT

A vision statement is a compelling, conceptual image of the desired future. The vision should become the focal point for everyone in the organization. When integrated with a mission statement and principles, the vision statement comprises the organizational identity—its uniqueness—and defines a desired future.

MISSION STATEMENT

A mission statement identifies what agencies, programs, and subprograms do, and for whom. It is a brief, comprehensive statement of purpose—the ultimate rationale for the existence of the agency, program, or subprogram.

VALUES

Values are factors that drive the conduct of an organization and guide the development and implementation of all policies and actions. Values are core principles and philosophies that describe how an organization conducts itself in carrying out its mission.

GOALS

The internal assessment answers the question, “*Where are we now?*” The development of goals follows after the assessment to help complete the “*Where do we want to be?*” part of the strategic planning process.

Goals provide a framework for more detailed levels of planning. Goals are more specific than the mission statement, but remain general enough to stimulate creativity and innovation. They indicate the general direction or changes taking place within an organization. Goals are the desired end result, generally after three or more years. Goals may also represent immediate or serious problems or high-priority issues that merit special attention.

Agency goals represent the strategic direction for the agency as a whole and, therefore, will be broad. Collectively, agency goals clearly chart the agency direction and provide a unifying theme for programs and activities. In contrast, program and subprogram goals address both strategic directions and improvements associated with primary activities and are more specific than agency goals.

OBJECTIVES

Objectives work in tandem with goals to complete the “*Where do we want to be?*” part of the strategic planning process. In contrast to broad-based goals, however, objectives are specific, quantifiable, and time-bound statements of accomplishments or results. Objectives represent intermediate year-by-year achievements necessary to realize goals. Good objectives are **SMART**. That is, they are:

Specific

Measurable

Aggressive, but Attainable

Results-oriented, and

Time-bound.

PERFORMANCE MEASURES

One of the most important and difficult aspects of the strategic planning process is the selection of a balanced set of performance measures that will gauge the progress and success of the organization in meeting goals and objectives.

Reasons supporting the collection of performance measures include the following:

- ◆ Measuring performance is good management.
- ◆ Measuring performance can enhance the quality of services provided.
- ◆ What gets measured gets done.
- ◆ Measuring performance aids in budget development and review.
- ◆ Measuring performance helps organizations remain accountable and answers the question, “*Why are public resources being spent on these activities?*”

Types of Performance Measures

There are a number of different ways to measure the performance of government programs. Among the types of measures most commonly used in federal, state and local governments are inputs, outputs, outcomes, efficiencies, and quality measures. Each is designed to answer a different question and must often be used in combination to analyze agency, program or subprogram results.

INPUTS (IP)

Input measures identify the amount of resources needed to provide a particular product or service. Inputs include labor, materials, equipment and supplies. Inputs can also represent demand factors such as characteristics of target populations. Input measures are useful in showing the total cost of providing a service, the mix of resources used to provide the service, the demand for services, and the amount of resources used for one service in relation to other services.

OUTPUTS (OP)

Output measures represent the amount of products or services provided. Outputs focus on the level of activity in providing a particular program or subprogram. Workload measures, which are designed to show how staff time will be allocated to respond to service demand, are most commonly reported. Outputs are useful in defining what a program produces. However, they are limited because they neither indicate whether the program goals have been

accomplished, nor do they reveal anything about the quality or efficiency of the service provided.

OUTCOMES (OC)

Outcome measures address whether or not the service is meeting its proposed goals. Outcomes reflect the actual results achieved and the impact or benefit of public programs. Both intermediate and long-term outcomes can be evaluated. Intermediate outcomes can be useful in assessing early results when the primary goals will not be realized for several years.

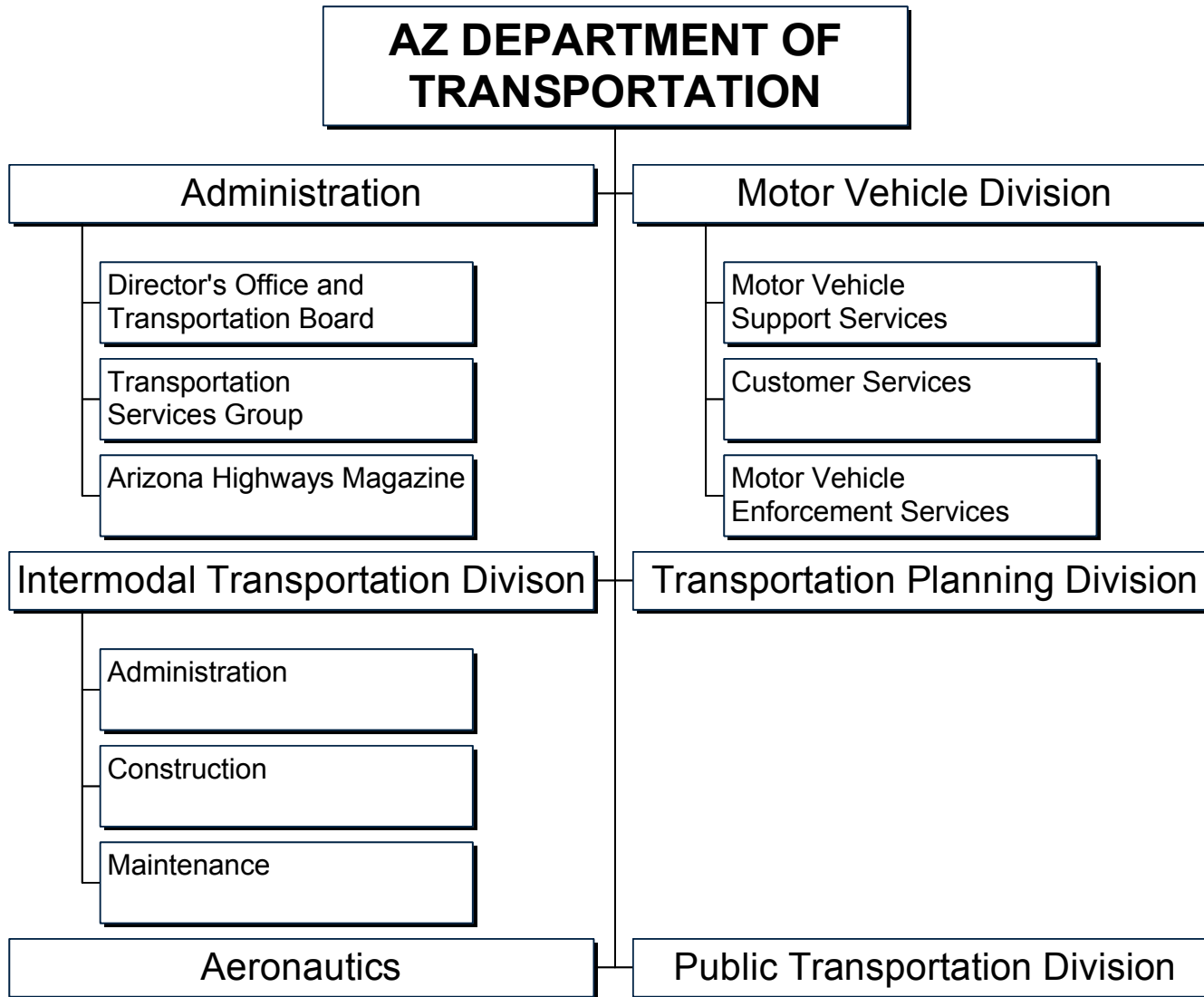
EFFICIENCY (EF)

Efficiency measures are also known as productivity measures. Efficiency measures can be expressed as costs, in terms of dollars or time per unit of output (or outcome). Efficiency measures can also be portrayed as the relationship (ratio) of outputs (or outcomes) to inputs, to convey more information about the productivity and cost effectiveness of a program or subprogram.

QUALITY (QL)

Quality measures reflect effectiveness in meeting the expectations of customers and stakeholders. Measures of quality include reliability, accuracy, courtesy, competence, responsiveness, and completeness associated with the product or service provided. Lack of quality also costs money. For example, resources devoted to performing rework, correcting errors, or resolving customer complaints can also be important to track. Thus, the cost of quality can also be a type of quality measure.

ARIZONA DEPARTMENT OF TRANSPORTATION





Agency Vision

The standard of excellence for transportation systems and services.

Agency Mission

To provide products and services for a safe, efficient, cost-effective transportation system that links Arizona to the global economy, promotes economic prosperity and demonstrates respect for Arizona's environment and quality of life.

Agency Goals

- Improve the movement of people and products throughout Arizona.
- Increase the quality, timeliness and cost effectiveness of our products and services.
- Develop and retain a competitively paid, high performing, successful workforce.
- Optimize the use of all resources.
- Enlist the public and political support necessary to meet Arizona's transportation needs.

Agency Values

The principles and philosophies that describe how ADOT will conduct itself in carrying out its mission and vision:

INTEGRITY: We exhibit honesty, accountability and fairness in all we do. We strive to earn the public's trust!

RESPECT: We recognize that people are the foundation of ADOT's success. Diversity is a source of strength. We treat people with respect and dignity.

ACCOUNTABLE: We will hold all employees accountable for their actions.

CUSTOMER SERVICE: We strive to achieve customer satisfaction in everything we do!

SAFETY: We are committed to a safe and secure work environment.

PARTNERSHIP: We collaborate with residents, neighborhoods, elected officials, all levels of government, contractors, consultants, suppliers and other interested parties to provide a safe, cost-effective transportation system.

TEAMWORK: We combine our employee diversity with professional competency to be the standard of excellence in transportation products and services. We work together!

EXCELLENCE: We strive for excellence and continuous improvement in everything we do. We do it right!

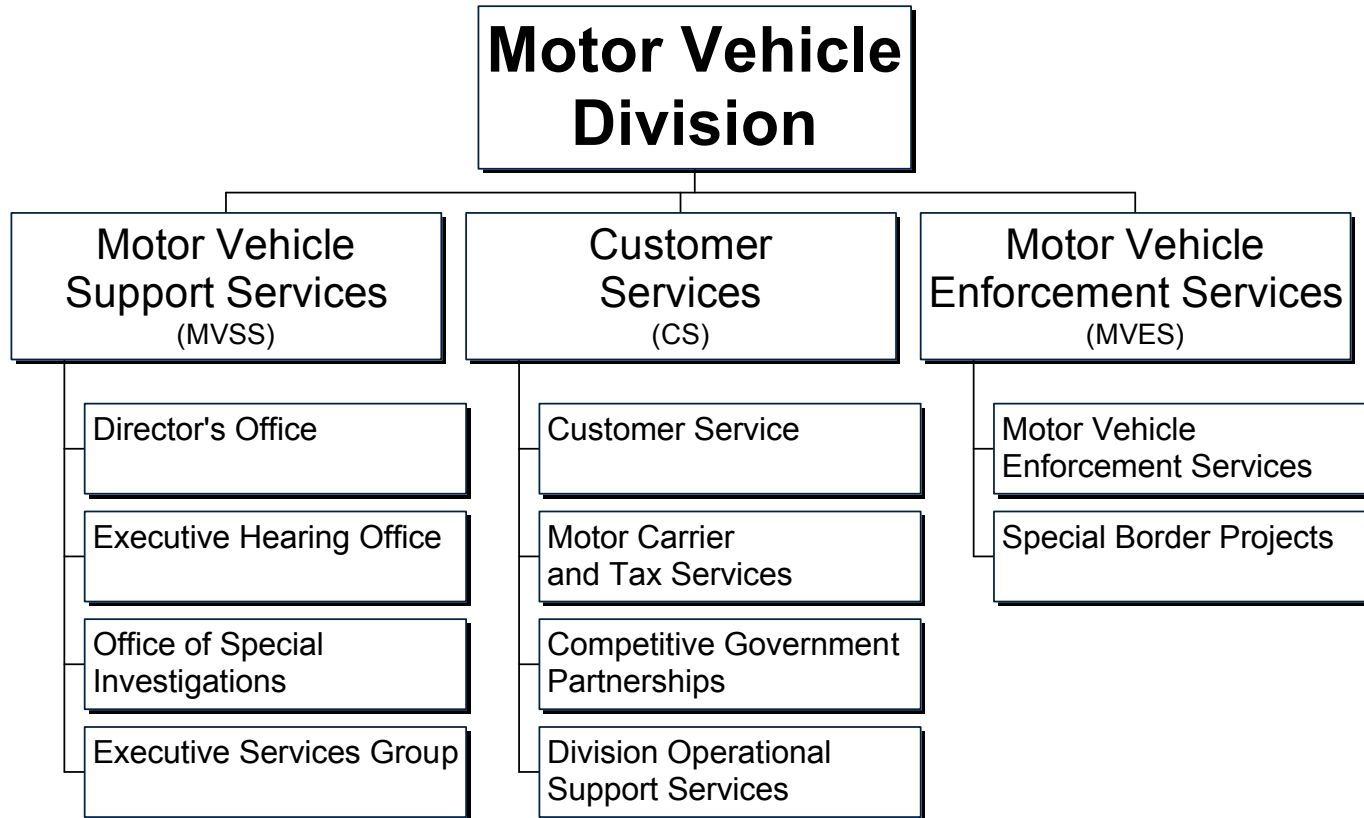
COMMUNICATION: We will maintain clear, concise, accurate and timely communication.

EMPOWERMENT: We encourage employees to exercise personal responsibility by using the freedom to communicate, make decisions and take action in a supportive team environment. Make decisions – grow from mistakes!

LEADERSHIP: ADOT's leaders will provide: clear direction; opportunities for all to participate in the decision making process; and recognition of outstanding individual and team efforts.

MOTOR VEHICLE DIVISION

Program and Subprograms Hierarchy





MVD Vision

Making a difference by setting customer commitment at its highest level.

MVD Mission

MVD supports Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

MVD Goals

1. To promote public safety and protection through regulation, licensing, and the administration of transportation laws.
2. To improve customer service.
3. To promote safety and security in the workplace.
4. To develop and retain a high-performing, successful workforce.
5. To increase the use of electronic service delivery.
6. To promote the efficient generation, collection, and management of revenues to meet public needs.

MVD Values

- Create a safe work environment.
- Recognize and respect the value of our lives outside ADOT/MVD.
- Promote continuous improvement.
- Produce quality work with pride.
- Exhibit integrity and respect.
- Exercise personal accountability.
- Protect and conserve resources.
- Provide excellent customer service.
- Develop and maintain professionalism.

PROGRAM SUMMARY
MOTOR VEHICLE DIVISION

DTA 3, A.R.S. Title 28

Contacts:

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Program Mission:

MVD supports Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

Program Description:

The Motor Vehicle Division (MVD) is responsible for transportation-related activities, including:

- ♦ Issuance of Licenses and Vehicle Credentials
- ♦ Revenue Collection and Management
- ♦ Records Management
- ♦ Transportation Law Compliance
- ♦ Legislative Support

MVD operates field offices and ports of entry statewide. MVD also oversees the Competitive Government Partnership program for MVD functions and maintains collaborative partnerships with federal, state, and local agencies. MVD is the primary source of motor vehicle information to law enforcement agencies, other governmental entities, motor carrier and vehicle dealer industries, the news media, and the general public.

SUBPROGRAM SUMMARY
MOTOR VEHICLE SUPPORT SERVICES

DTA 3.1, A.R.S. Title 28

Contacts:

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Ruth Halikowski, Executive Services Administrator, Phone (602) 712-8511

Subprogram Mission:

To lead and support the Motor Vehicle Division in its provision of services.

Subprogram Description:

The Motor Vehicle Support Services (MVSS) subprogram is comprised of four major components, including:

- ♦ Director's Office
- ♦ Executive Hearing Office
- ♦ Office of Special Investigations
- ♦ Executive Services Group

The Director's Office (DO) provides leadership and assistance in legislative, government, public information and community relations; constituent services; information systems support, and organizational development.

The Executive Hearing Office (EHO) conducts administrative hearings arising from the licensing and enforcement authority of the Arizona Department of Transportation (Title 28, Arizona Revised Statutes). The cases heard involve diverse controversies, ranging from simple to complex issues. Hearings involve DUI-related offenses, driver license suspension and revocation actions, motor vehicle title and registration, motor vehicle manufacturers and franchises, motor carrier safety, motor carrier tax, aviation assessments, and cases regulating outdoor advertising along Arizona's Interstate, secondary, and primary highways. Administrative Law Judges of the Executive Hearing Office also frequently appear before law enforcement agencies and other professional groups to explain Arizona's civil DUI and driver license enforcement actions.

The Office of Special Investigations (OSI) provides investigative support services to ADOT to resolve issues of employee misconduct and assumes original jurisdiction in violations of criminal statutes ranging from computer fraud to embezzlement, as well as title and driver license fraud, and any other offense related to employee misconduct. OSI is the point of contact for all law enforcement Teletype traffic coming into the agency and is the central point of contact for issues related to stolen vehicles. A major responsibility of OSI is the investigation of complaints against licensed and unlicensed car dealers, including odometer and title fraud. OSI is the agency point of contact for local, county, state, and federal law enforcement agencies with regard to special credentials and vehicle registrations. OSI also provides background investigation services for peace officer applicants coming into the agency as well as civilian applicants in other selected programs.

The Executive Services Group (ESG) provides management support throughout the Division in the areas of strategic planning and budgeting, human resources, procurement, facility planning and management, purchasing, warehouse supply and distribution, dishonored check handling, and contracts. In addition, the Division, other governmental entities, businesses, and the general public are served through the provision of statistical information and reports.

SUBPROGRAM SUMMARY
CUSTOMER SERVICES

DTA 3.2, A.R.S. Title 28

Contacts:

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Penny Martucci, Assistant Division Director, Competitive Government Partnerships, Phone (602) 712-6558

John Carlson, Assistant Division Director, Division Operational Support Services, Phone (602) 712-8347

Subprogram Mission:

To provide exemplary motor vehicle and driver license customer services and improve motor vehicle related products, services, and revenue collection through effective application of private and public sector resources.

Subprogram Description:

This subprogram is comprised of four major components, including:

- ♦ Customer Service
- ♦ Motor Carrier and Tax Services
- ♦ Competitive Government Partnerships
- ♦ Division Operational Support Services

Customer Service (CS) provides services to the motoring public at 60 field offices statewide. Services include vehicle inspection, titling and registration, driver license skill testing, driver license issuance, commercial driver license and identification card issuance, temporary permits, driver license and vehicle registration reinstatements, commercial title and registration processing, provision of motor vehicle records, title production, processing abandoned vehicle requests, and voter registration assistance.

Motor Carrier and Tax Services (MCTS) is a diversified program that is responsible for fuel tax collection; accounting for and distributing HURF and other related revenues; identification of fuel tax evasion activities; bad debt collections for the Division;

oversight of the medical review function to process medical eligibility for commercial and noncommercial drivers; interstate motor carrier registration; and commercial driver licensing, including skill testing, fleet registrations, and International Fuel Tax Agreement (IFTA) administration. Additionally, MCTS works with other agencies and the federal government regarding motor carrier safety programs, such as Commercial Vehicle Information System Network (CVISN) and Performance and Registration Information Systems Management (PRISM).

Competitive Government Partnerships (CGP) is responsible for the oversight of activities related to competitive government, renew-by-mail, motor vehicle dealer licensing, and motor vehicle record sales. Important aspects of CGP include promoting private sector involvement utilizing third party providers of MVD services to minimize the effects of population growth on the quality of products and services provided at MVD field offices, while also increasing state revenues with little or no additional cost to the taxpayer. In addition, CGP licenses professional driving schools. Approximately 700 third parties located throughout Arizona conduct title and registration transactions, driver license testing and application processing, motorcycle safety courses, vehicle inspections, and Traffic Survival Schools. CGP also oversees electronic service delivery by third parties via the Internet and by interactive voice response.

Division Operational Support Services (DOSS) assists division-wide initiatives by developing and writing policies and rules, operating five public information call centers and one non-public call center providing technical phone support to field offices. Records management is handled through seven distinct units which include data entry of citations and court abstracts; DUI, criminal and fraudulent records; certification of records, including the photo lab; film research; financial responsibility mandatory insurance verification; title maintenance; customer service counter for records requests; and microfilming. Division technical training required for employee competency is identified, coordinated, and provided; external training is provided to third parties, including courts, private companies, and other government entities. DOSS also investigates and processes DUI-related license reinstatements, and provides expert testimony in court proceedings. Finally, on behalf of the Division, DOSS coordinates federal interaction and handling of commercial driver licenses through the Commercial Driver License Information System (CDLIS) and supports help desk activities related to the Problem Driver Pointer System (PDPS) and the National Motor Vehicle Title Information System (NMVTIS).

SUBPROGRAM SUMMARY
MOTOR VEHICLE ENFORCEMENT SERVICES

DTA 3.3, A.R.S. Title 28

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Subprogram Mission:

To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

Subprogram Description:

The Motor Vehicle Enforcement Services (MVES) subprogram utilizes certified peace officers in the enforcement of transportation-related laws and regulations. Through the fixed port of entry system and mobile enforcement, commercial vehicles are checked for compliance with size, weight, and safety laws, including laws relating to the transportation of hazardous materials. In addition, MVES inspects vehicles for authorized ownership and monitors and recovers stolen vehicles and vehicle components.